

**FACTORS CONTRIBUTING TO KNOWLEDGE
INTEGRATION**

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FACTORS CONTRIBUTING TO KNOWLEDGE INTEGRATION

By

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ABSTRACT

In contributing to the vision heading towards becoming industrialized and developed nation, most of the Malaysian organizations have played their role in the transition process from information age to knowledge age, from the era of industrial economy to the era of economy based on knowledge. Central during this transition period is the knowledge contribution of knowledge workers who are the valuable assets to the organizations and thus protecting and preserving knowledge of the knowledge workers is very crucial and need urgent attention. This is possible through knowledge integration by integrating information into knowledge base. This research examines the factors contributing to knowledge integration by looking at the influence of the content of knowledge work on knowledge work performance, and influence of knowledge workers' characteristics and organizational characteristics on knowledge integration capacity. Knowledge work performance and knowledge integration capacity are then tested as the mediating factors. The key test in this research is the test regarding moderating factors for the three types of specific knowledge (context-specific, technology-specific, and context-and-technology-specific) to moderate the relationship between the content of knowledge work and knowledge work performance among knowledge workers. Capitalizing on quantitative approach, data from 471 knowledge workers is collected from March 2011 to May 2011. The collected data is tested and proven to support the research framework where all components have positive significant relationship. On the test regarding the moderating effect to the relationship in the model, it is found the general knowledge moderate the relationship between the content of knowledge work and knowledge work performance. Nevertheless, the tests on each component reveal otherwise. This shows that in the case of Malaysian knowledge workers the specific knowledge has to be considered together, not separately, to realize the moderating effect on the relationship between the content of knowledge work and knowledge work performance.

Keywords: Knowledge work, knowledge worker, knowledge integration, specific type of knowledge.

ABSTRAK

Dalam menyumbang kepada wawasan menjadisebuahnegara perindustri dan maju, kebanyakan organisasi di Malaysia telah memberikan sumbangan kepada proses peralihan dari zaman berasaskan maklumat kepada zaman berasaskan pengetahuan dan dari era ekonomi berasaskan perindustrian kepada era ekonomi berasaskan pengetahuan. Tumpuan utama dalam tempoh peralihan ini adalah sumbangan pengetahuan dari pada pekerja berpengetahuan yang merupakan aset berharga kepada organisasi. Oleh itu, melindungi dan memelihara pengetahuan pekerja berpengetahuan adalah amat penting dan memerlukan perhatian segera. Ianya boleh dicapai melalui kaedah penyepaduan pengetahuan ke dalam pangkalan pengetahuan. Kajian ini mengkaji faktor-faktor yang menyumbang kepada penyepaduan pengetahuan dengan melihat kepada pengaruh kandungan pekerja berpengetahuan ke atas prestasi pekerja berpengetahuan dan pengaruh ciri-ciri pekerja berpengetahuan dan ciri-ciri organisasi ke atas upaya penyepaduan pengetahuan. Prestasi pekerja berpengetahuan dan upaya penyepaduan pengetahuan kemudiannya diuji sebagai faktor perantaraan. Ujian utama dalam kajian ini adalah berkaitan dengan pengujian terhadap tiga jenis pengetahuan khusus (khusus-konteks, khusus-teknologi dan khusus-konteks-dan-teknologi) sebagai faktor 'moderator' yang mempengaruhi hubungan di antara kandungan pekerja berpengetahuan dan prestasi pekerja berpengetahuan di kalangan pekerja berpengetahuan. Dengan menggunakan pendekatan kuantitatif, data daripada 471 orang pekerja berpengetahuan telah dikumpul dari Mac 2011 hingga Mei 2011. Data yang dikumpul telah diuji dan terbukti dapat menyokong kerangka kerja penyelidikan di mana kesemua komponen didapati memberikan kesan positif ke atas hubungan kajian. Ujian untuk menguji kesan faktor 'moderator' kepada hubungan di dalam model mendapati pengetahuan umum 'moderate' hubungan di antara kandungan pekerja berpengetahuan dan prestasi pekerja berpengetahuan. Walaubagaimanapun, keputusan ujian untuk setiap jenis pengetahuan khusus menunjukkan keputusan yang sebaliknya. Ini menunjukkan bahawa dalam kes pekerja berpengetahuan di Malaysia, pengetahuan khusus perlulah dipertimbangkan secara bersama dan bukannya secara berasingan bagi merealisasikan kesan faktor 'moderator' yang mempengaruhi hubungan di antara kandungan pekerja berpengetahuan dan prestasi pekerja berpengetahuan.

Kata Kunci: Kerjamberpengetahuan, pekerja berpengetahuan, penyepaduan pengetahuan, jenis pengetahuan khusus.

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LIST OF ABBREVIATION

ERP	Enterprise Resource Planning
ICT	Information Communication Technology
IS	Information System
IT	Information Technology
MDeC	Multimedia Development Corporation
MSC	Multimedia Super Corridor
SHRM	Society for Human Resource Management

CHAPTER ONE

INTRODUCTION

1.1 Introduction

Peter Drucker (1909 - 2005), the modern scholar or philosopher who is known as the intellectual father of management, had argued for the importance of knowledge of human being. He suggested that knowledge is an essential element for a man to portray himself which includes his self-image and his personality. He further claimed that knowledge shapes human thinking, actions, behavior and even beliefs. It becomes the platform for human to make decisions and choices in determining what we want to be or to achieve in our life.

According to Syed-Ikhsan and Rowland (2004), knowledge is considered as the most important aspect in human life. They argue on the segregation between knowledgeable persons and the un-knowledgeable person and how others value those with knowledge compared to those without knowledge. The transition age, from information age to the knowledge age (Ghazali, 2009), indicates the need to concentrate on the knowledge aspects of the individuals. Ghazali (2009) suggests that the knowledge age in Malaysia commence from year 2011 up to year 2020 and it is part of the government plan to ensure Malaysian people possess enough knowledge to face the ever changing world of today. This situation and the attention of government to knowledge issues indicate the importance of knowledge to the people and also to the government.

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